PARTNERSHIP WORKING
WHAT ARE THE PROSPECTS?

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The past year…

- Think back to the Coalition agreement
- Was it ever coherent on localism and devolution?
- And what has happened since May 2010….
- On health, policing, economic development and local government

The localism agenda

What does ‘localism’ really mean?

This government’s version includes more than one thing (devolution, Big Society, and public service reform)

CLG Select Committee sees results to date as ‘inconsistent and incoherent’

Coalition pledges pulled in different directions from day one - see next slides

Next 2 slides assess implications for LSPs

Positive help

Negative, or carries risks

Coalition commitment (June 2010)	Fit with devolution and local leadership	Fit with integration
We will promote the radical devolution of power and greater financial autonomy to local government and community groups.	Yes, if actions follow words but always a risk of 'silo localism'	Tension over Big Society plans largely bypassing local govt
This will include a review of local government finance	Relocalisation of business rates. No new tax raising powers.	Limited progress on community budgets
General power of competence	Yes, if widely drawn (still under scrutiny in Lords)	Of some help
Abolition of regional spatial strategies and Leaders Boards. Invitation to councils to come together to form LEPs.	Yes, if you take view that sub-regional LEPs will work better than RDAs.	LEPs left without resources, but having some impact?
Directly elected mayors in 12 largest cities	'stronger' local political leadership (but imposed)	Only if wider functions added to LA role
Abolition of PSAs. NIS and Place Survey abolished	Allows for local priority-setting	Removed a mechanism for 'cross-cutting' work
Directly and indirectly elected accountability for NHS services	'Democratises' parts of NHS at local level	Positive step, with HWBs strengthened after NHS 'pause'
Directly elected persons to oversee policing (currently amended in the Lords)	Better solution than police authorities?	Risk of competing local electoral mandates
Abolition of CAA	Removed major inspection burden	CAA was a lever for integrated working?

Coalition commitment (June 2010)	Fit with devolution and local leadership	Fit with integration
LAAs discontinued after 2010/11.	Removed 'top-down' negotiations and PM element of LAAs	Also removed a framework for 'single dialogue' with Govt
Abolition of Government Offices	Removed centralist PM regimes	Removed regional lever for integration
Total Place replaced by Community Budgets	Limited progress on devolved budgets. Much of Whitehall still resistant.	Community Budgets limited in scope
We will require all councils to publish all items of spending above £500	Yes, if it helps raise citizen awareness	Only if applied to all other public services (as now proposed)
GP led commissioning of primary health care. PCTs and SHAs to be abolished.	Devolutionary, with risks on accountability and geographic gaps	Revised plans after DH 'pause' and HWBs remain a positive element.
25-40% cuts in local government spend, over 3 year spending period.	'devolve to axe' scenario has gained ground	No, where integrated working carries short-term process costs.
All Government Departments to assess spend against Spending Review criteria on future role of state	Yes, if central functions devolved to local level	Outcome did not help on 'integrated localism'
Big Society and social enterprises take on wider range of public services	Devolutionary (but risks bypassing local democracy)	Risks free-for-all if no one holding the ring

One year on……..

- Coalition Agreement rhetoric was stronger on devolution than on integration
- Abolition of LAAs, GOs, ABG, CAA removed much of LSP ‘wiring’
- Expenditure cuts have hit multi-agency working and LSP support functions
- Decentralisation Minister to report shortly
- Public Services White Paper delayed 6 months but now published

CLG Select Committee

'The Government's desire to deliver localism is neither supported consistently across Whitehall nor implemented coherently by each department of state'

'The Government's attitude to local government is inconsistent, and local authorities' role in localism unclear'

(CLG Select Committee Inquiry on Localism, June 2007 at
http://www.publications.parliament.uk/pa/cm201012/cmselect/cmcomloc/547/54702.htm

But is the tide turning?

- CLG Select Cttee argues for integration, not fragmentation
- Integration a big theme of NHS Future Forum
- Health and Wellbeing Boards now to be stronger and more democratic
- Separately elected Police Commissioners – proposals amended in the Lords
- Ideas for ‘metro-mayors’ for big cities(IfG)

Where has this left LSPs?

- Many have reconfigured, moved to ‘virtual’ or ‘task and finish’ working, or dissolved
- Their existence has had to be justified to politicians, in ruthless cuts exercises
- Reconfiguration around LEPs (place/economy) and HWBs (people)
- Operating at different spatial levels
- Do localities still need a ‘core partnership’ and some form of ‘delivery plan’?

Future roles of ‘core partnerships’

- Managing the politics of geography (from LEP to neighbourhood level)
- Identifying ‘collaborative advantage’
- *invitation* to partners/public to contribute rather than *intervention* after something becomes a problem (One Swindon Partnership)
- Public Service Board concept not dead
- Systems approaches and outcome based accountability (OBA) http://www.idea.gov.uk/idk/aio/27177832

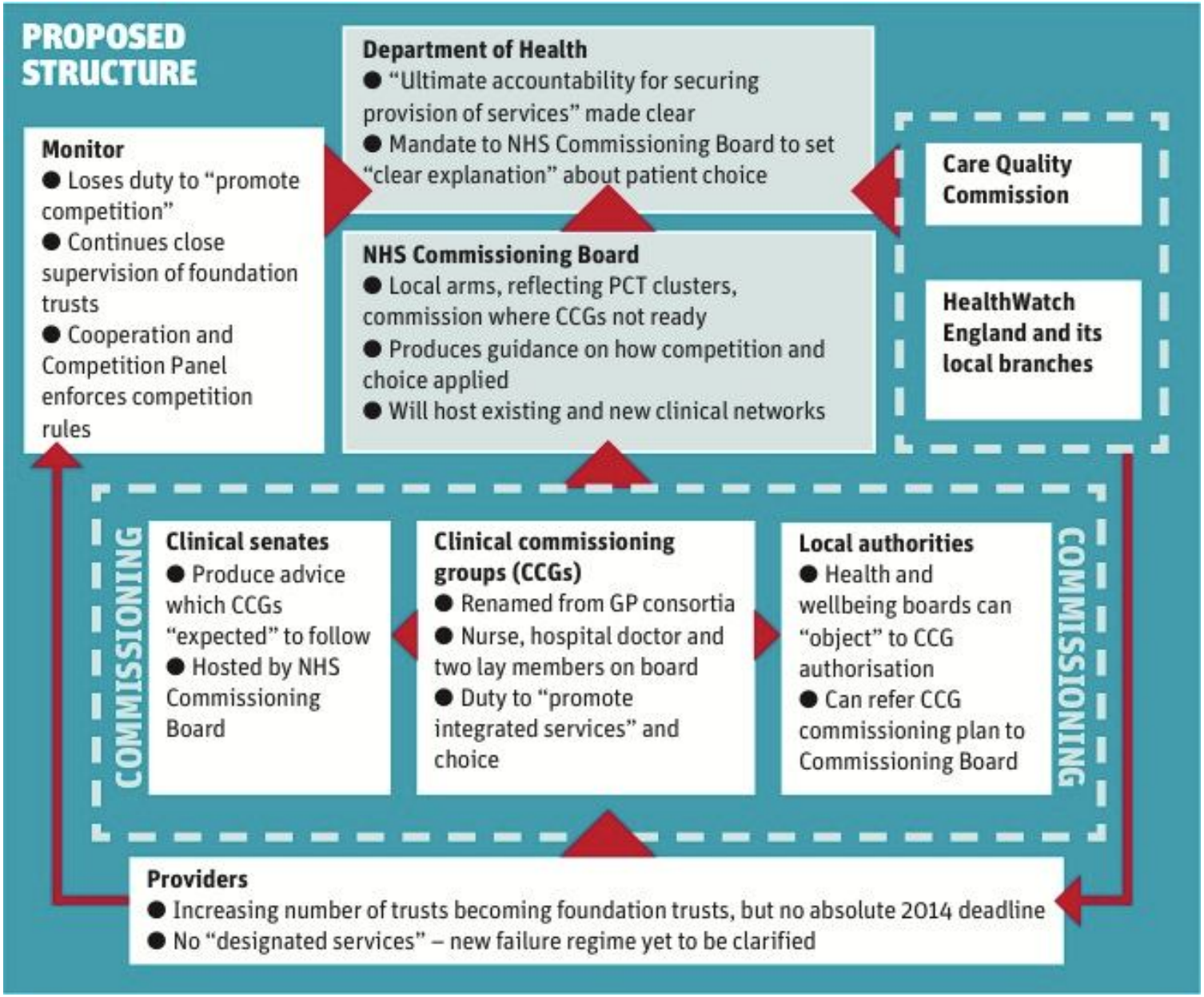
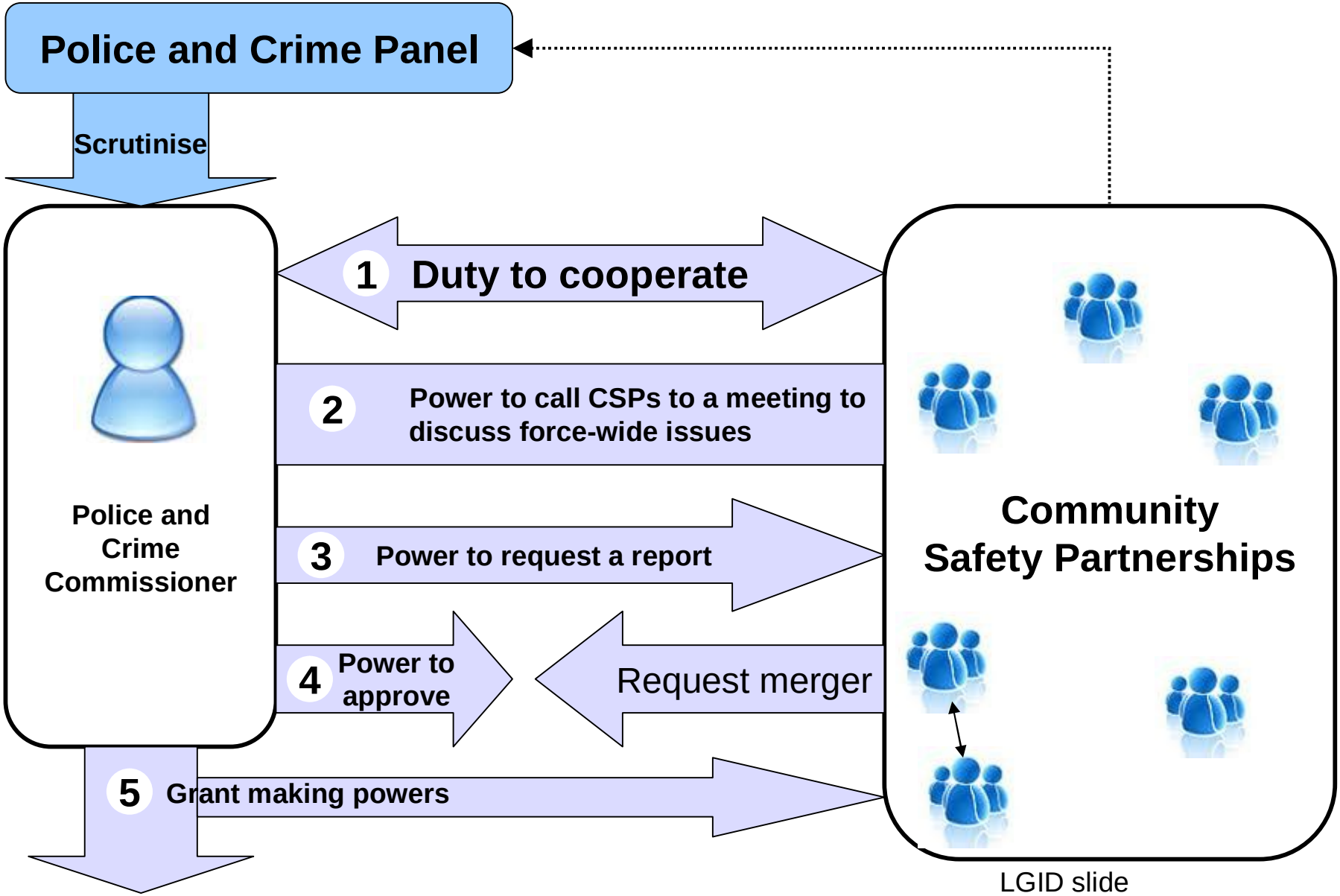


Diagram of NHS structure as now proposed, from Health Services Journal

Significance of H&W Boards

- First ever local partnership body integrated ‘within the LA’ as part of the executive
- Statutory body with some ‘teeth’
- Politically led (councils can require a majority of councillors on the board)
- Democratically accountable
- A bridge towards wider ‘partnership executives’ or local PSBs with budgets?

Police and Crime Commissioners - Community Safety



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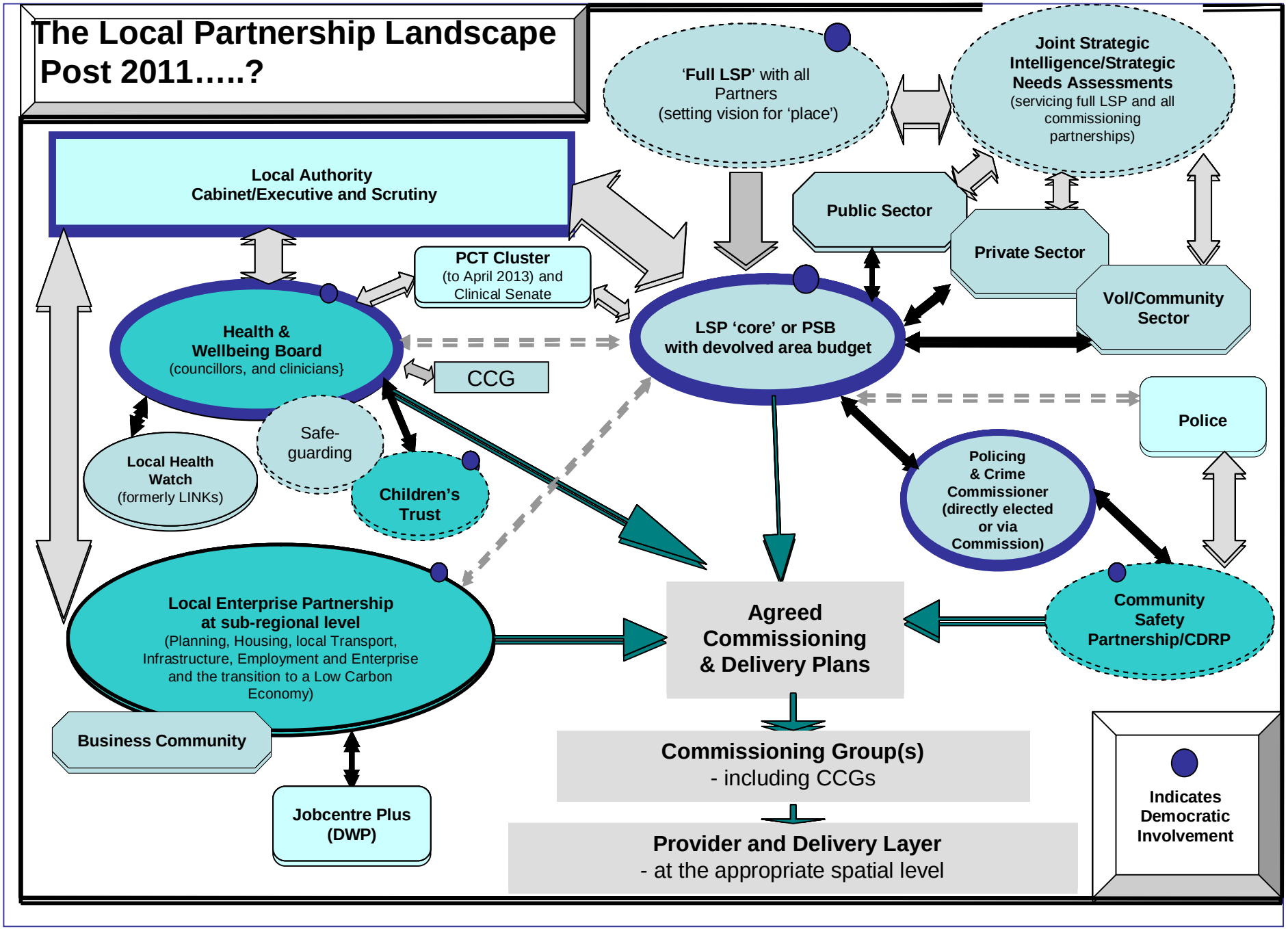
Significance of policing reforms

- Coalition proposals for PCCs remain a significant ‘separatist’ element
- Lords amendment offers a more integrated option (and now supported by LGA)
- Introduces concept of indirectly elected political leadership of partnerships
- Scope for extension across wider partnership executives/PSBs with budgets

Looking ahead…..

How might things come together, in a new landscape for local partnership working?


The Local Partnership Landscape Post 2011…..?
'Full LSP' with all Partners (setting vision for 'place')
Joint Strategic Intelligence/Strategic Needs Assessments (servicing full LSP and all commissioning partnerships)
Local Authority Cabinet/Executive and Scrutiny
Public Sector
Private Sector
Vol/Community Sector
PCT Cluster (to April 2013) and Clinical Senate
Health & Wellbeing Board (councillors, and clinicians}
CCG
LSP 'core' or PSB with devolved area budget
Police
Safe-guarding
Local Health Watch (formerly LINKs)
Children's Trust
Policing & Crime Commissioner (directly elected or via Commission)
Local Enterprise Partnership at sub-regional level (Planning, Housing, local Transport, Infrastructure, Employment and Enterprise and the transition to a Low Carbon Economy)
Agreed Commissioning & Delivery Plans
Community Safety Partnership/CDRP
Business Community
Jobcentre Plus (DWP)
Commissioning Group(s) - including CCGs
Provider and Delivery Layer - at the appropriate spatial level
Indicates Democratic Involvement